



P4P Purchase for Progress

Annual Consultation

28-31 January 2013

Rome • FAO HQ Red Room

WFP Purchase for Progress (P4P) Fourth Annual Consultation

28-31 January 2013
FAO Headquarters
Rome, Italy

Consultation Report



World Food Programme

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A link to all presentations can be found at:

<http://www.wfp.org/our-work/preventing-hunger/purchase-progress/annual-consultation-presentations>

Acronyms

AERC	African Economic Research Consortium
DRC	Democratic Republic of the Congo
FAO	Food and Agriculture Organization
FOs	Farmers' Organizations
IFAD	International Fund for Agricultural Development
MFI	Micro Finance Institution
MT	metric ton
NGO	non-governmental organization
P4P	Purchase for Progress
UN	United Nations
WFP	World Food Programme

EXECUTIVE SUMMARY

A total of 98 partners from 25 countries and 98 World Food Programme (WFP) staff gathered at the headquarters of the Food and Agriculture Organization of the United Nations (FAO) in Rome, Italy for the fourth global Purchase for Progress (P4P) Annual Consultation to collectively review progress and discuss the transition beyond the pilot phase. Two days were dedicated to discussions with all stakeholders (29-30 January) and two half days to internal discussions with WFP colleagues (28 and 31 January).



"P4P takes smallholder dreams and aggregates them into big picture realities that are changing the story of global hunger."

Ertharin Cousin, WFP Executive Director

The Annual Consultation was officially opened by Ertharin Cousin, Executive Director, WFP; Daniel Gustafson, Deputy Director General, FAO; and Lakshmi Menon, Associate Vice-President and Head of Corporate Services, International Fund for Agricultural Development (IFAD). Following a summary of progress to date and the road ahead, the P4P Coordination Unit presented quantitative evidence regarding building of farmers' capacity and the economic empowerment of women. Senior government and donor representatives described how P4P is serving as a catalyst to support broader agricultural transformation in Ethiopia, El Salvador, Honduras and Mozambique. Presentations were also given by representatives of three non-pilot countries (Ecuador, Niger and Zimbabwe) highlighting how smallholder farmers are being incorporated into local purchase by leveraging P4P momentum and models.

Participants then moved into break-out groups to gain a better understanding of different stakeholders' perspectives (government, local partners, international development partners, United Nations (UN)/intergovernmental agencies) regarding both strengths and weaknesses of the initiative and participants' recommendations looking beyond the pilot phase.

Four years have passed since the launch of the P4P pilot, and partners were encouraged to share both successes and challenges. A final independent evaluation of P4P will take place during the first half of 2014. The findings and recommendations will be presented to WFP's Executive Board in November 2014, followed by a formal policy to guide the integration of the most promising P4P activities into WFP's programme of work at country, regional bureau and Headquarter levels.

A sharp lens on partnership, scalability and sustainability

Experiences and perspectives vary from country to country, from partner to partner, from farmer to farmer. Among the 20 pilot countries and five non-pilot countries present, three themes emerged consistently, especially when looking forward: partnership, scalability and sustainability.

‘P4P has been quite effective in the transformation of the National Agricultural Strategy. P4P demonstrated to the El Salvador Government how effective it is to work jointly between governments and international development actors such as WFP, FAO, IFAD and IICA in order to strengthen smallholder farmers capacities along the entire value chain’.

Pablo Alcides Ochoa, Minister of Agriculture, El Salvador



As WFP Assistant Executive Director and P4P Steering Committee Chairman Ramiro Lopes da Silva stated, “P4P has never been about WFP. P4P is about how WFP can use its demand as a catalyst to connect smallholder farmers to markets. Therefore, partnership is critical: in particular partnership with governments, with the other Rome-based United Nations agencies, and with the private sector.”

Government partnership may help to pave the way for sustainability by linking smallholder farmers to procurement for safety net programmes or other public needs. Government ownership can lead to significant strides in improving limited basic infrastructure (e.g. warehouses, access roads) that constrain many smallholders from optimizing their potential engagement in markets. Clear opportunities exist to further strengthen the collaboration between WFP, FAO and IFAD. FAO can offer a wealth of technical expertise in sustainable agricultural practices and knowledge sharing, while IFAD can offer extensive expertise in access to financial services and further linkages with IFAD-funded market access programmes. Access to affordable credit remains a key challenge as many smallholder organizations continue to struggle with high interest rates in their efforts to expand production and collective marketing. Furthermore, strengthened partnerships with the private sector can assure sustainable access to commercial markets beyond WFP that offer a premium for higher quality. Partnerships will continue to be fundamental in the coming year and beyond, and will need to be pursued strategically, rigorously and through structured dialogue in planning beyond the pilot phase.

Within WFP itself, there are many opportunities for synergy with other WFP activities to promote scalability and sustainability – for example, linkages with nutrition programmes and home-grown school feeding, enhancing resilience to climate change, and linkages with cash and voucher programming. P4P-type capacity building efforts can link smallholder farmers to the shops that redeem vouchers or where beneficiaries buy their food with cash. This would enable farmers to build upon the principles of quality and collective marketing to supply a much more diverse food basket beyond the basic staple food commodities that WFP buys.

Balancing experimentation, implementation and learning

As Mr. Khalid Bomba, CEO, Ethiopian Agricultural Transformation Agency, stated, “The most important aspect of our partnership is our willingness to learn by doing rather than learning by being extremely cautious.”

While implementing this innovative initiative, partners are continually uncovering new areas of knowledge and learning. In working with diverse farmers’ organizations across a wide range of countries, WFP and partners are learning more about their dynamics, their potential and challenges, and how to support them to effectively grow from low- to high-capacity market actors. WFP and partners are also deepening their collective understanding of a wealth of issues, including smallholders’ agricultural potential, local processing, quality control and food safety, access to financial services, institutional capacity, procurement models and procedures, gender empowerment, and potential linkages with small- and medium-scale traders, among others.



Learning and knowledge are the central capital that WFP and partners have gained through the implementation of the P4P pilot. A Global Learning Agenda has been designed to structure the learning from five years of implementation and this will be a primary focus of P4P during 2013. The experiences in 20 different pilot countries and contexts will be exhaustively captured and documented. At the same time, implementation – and experimentation – will need to continue unabated for the next 24 months. As the WFP Executive Director stated, “If P4P stands for effective actions more than motivational words, we must always be prepared to prove the operational value of our learning. At the same time, all this great learning we collect will never be enough to tell us how to tackle the next challenge unless we continue to experiment.”

“The original concept behind the P4P pilot when it was launched in late 2008 was to combine WFP’s demand footprint with the technical expertise of partners to build smallholder farmers’ knowledge to increase their surplus production of staple crops, as well as to build their capacity to collectively market these crops so that they could access commercial markets in a sustainable way. We and the farmers had to learn, which is why P4P was conceived as a pilot – to learn, to experiment, evolve and document the most effective approaches; to give us the freedom to experiment and to take chances – and not to be afraid to fail.”

Ken Davies, P4P Global Coordinator

Recommendations

The following recommendations were made during the external and internal consultations (see section 4 for further details):

External

- P4P should continue to play a catalytic role for change.
- Capacity building must continue to be prioritized.

- Supporting smallholder farmers to reach quality markets beyond WFP should continue to be a key focus.
- Partnership among the UN Rome-Based Agencies must continue to be strengthened.
- Efforts must be made to minimize the challenge faced by bureaucracies.
- P4P must rigorously and systematically document and disseminate experiences and learning.
- Momentum must be maintained to address gender issues.
- Addressing access to credit constraints must be a key component of the post-pilot design.

Internal

- Systemic changes to WFP's internal systems must continue to be implemented.
- Post pilot, P4P must be embedded into the country office structure.
- Post pilot, P4P must seek out opportunities for synergies with other WFP activities – for example, climate change, Home Grown School Feeding, nutrition, cash and vouchers, and weather insurance.

1. WHERE WE ARE NOW

1.1 Some facts and figures

Since the official launch of P4P in September 2008, the initiative's achievements include:

- In **20 countries**, 814 farmers' organizations (FOs) have been brought under the P4P umbrella across Africa, Latin America, and Asia, with a collective membership of over 1 million farmers. These participating FOs range in size from primary FOs with as few as 25 members to large unions with tens of thousands of members.
- A **holistic approach** is bringing together demand, supply, and credit and policy actors to support smallholder friendly market development.
- **Supply-side partners** including governments, international organizations, non-governmental organizations (NGOs), microfinance institutions (MFIs), banks and the private sector are working with farmers to support P4P at the field level, providing technical expertise, facilitating access to inputs and credit, and strengthening the management of farmers' organizations.
- **Over 193,000 farmers, agricultural technicians, warehouse operators and small and medium traders have received training** from WFP and partners in improved agricultural production, post-harvest handling, quality assurance, group marketing, agricultural finance and contracting with WFP.
- **Food safety and quality management** are emphasized to ensure that the crops procured from smallholders meet WFP quality standards.
- **Almost 300,000 tons of food valued at USD 114 million** has been contracted, either directly from farmers' organizations and small and medium traders, or through innovative marketing platforms such as Commodity Exchanges and Warehouse Receipt Systems. Out of this, 63 percent has been delivered to WFP (as of December 2012) to use in its food assistance operations.
- **Diversification of commodities** (pulses, processed foods, rice) is increasing, although maize and maize-meal account for 76 percent of P4P purchases.
- P4P is **gathering and sharing lessons** with the support of partners including research institutions, universities and NGOs.

"Before joining P4P I was only growing enough food for myself, as the market in Yambio is quite far and due to the lack of storage facilities the food was easily getting spoiled. P4P is changing the story of my life. It helped me earn some money for my family and to pay my children's school fees, to improve my shelter, and to get a mobile phone to communicate with other farmers out of my village."

Angelo Zingbondo, farmer from South Sudan

1.2 Collaboration among the UN Rome-Based agencies

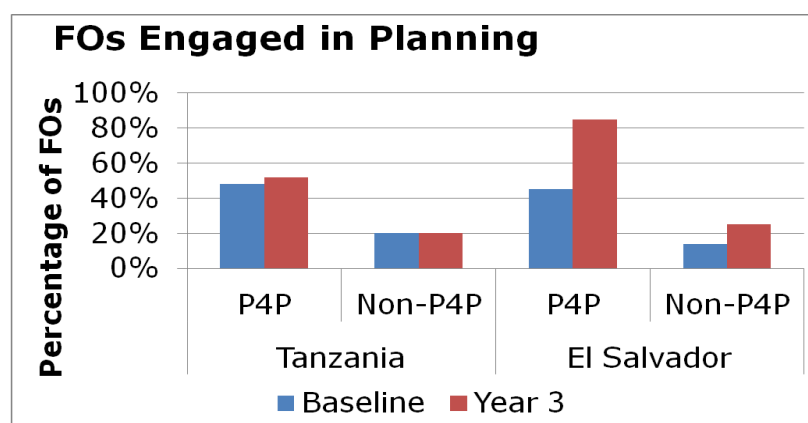
P4P has provided an opportunity for collaboration among the three UN Rome-Based agencies at both a strategic and operational level. FAO and IFAD serve as active members of P4P's Technical Review Panel (a group of external experts providing independent guidance and advice on issues related to the implementation and impact analysis of P4P) and working groups, such as Access to Finance, which allows P4P to leverage the expertise of FAO and IFAD. Collaboration between FAO and P4P is taking place at field level in a number of P4P-supported countries, such as DRC, where support is provided to over 2,000 smallholder farmers, with FAO focused on increased productivity and P4P on market engagement.

Purchase from Africans for Africa (PAA) is a pilot initiative (approximately US\$5 million) bringing together the Government of Brazil, five host governments (Ethiopia, Mozambique and Malawi, Niger and Senegal), FAO and WFP. Drawing on Brazil's experience with "Fome Zero" (Zero Hunger), selected smallholder farmers' organizations receive technical support from FAO, while WFP supports local government partners to buy commodities for home grown school feeding programmes. Procurement modalities are similar to those of P4P and the experiences gained through P4P are being applied across all 5 countries.

1.3 Strengthening farmers' organizations

Expanding business planning

At the commencement of P4P, fewer than half of the participating farmers' organizations were planning their production and marketing in a consistent manner. This has evolved considerably, although perhaps more slowly in some countries than others.



Capital and assets

To be able to market effectively and avoid losses, farmers need a storage area to aggregate and store commodities. P4P has adopted a variety of approaches to assist farmers' organizations to construct new warehouses or rehabilitate or extend existing warehouses. This includes cost-sharing arrangements between P4P, whereby farmers' organizations provide labour and/or cash funding, with P4P providing financial support to complement these efforts.

Having the appropriate equipment is vital to support the process of aggregation, handling and grading of commodities. P4P has provided access to a range of large and small equipment.

It is commonly known that farmers' organizations generally have major difficulties in accessing credit. Much effort has been made to help connect smallholder farmers and financial service providers through mechanisms including revolving funds, forward delivery contracts and warehouse receipt systems as detailed later in this report. Efforts to increase their access to credit will need to continue through P4P and beyond with the support of partners, such as IFAD.

1.4 Strengthening marketing capacity

Formal markets pay well for staple commodities that meet quantity, quality and timeliness expectations. P4P helps to prepare smallholder farmers to benefit from participating in these markets. As stated by a farmer from El Salvador, "P4P is a school for the producer".

Prior to joining P4P, very few farmers were marketing collectively. They were mainly selling their crops on an individual basis and at the farm gate, and used their organizations primarily to gain access to subsidized agricultural services or inputs. P4P has facilitated the purchase of staple commodities through a number of channels, including traders in Mozambique and Kenya, warehouse receipt systems in Uganda and Tanzania, and commodity exchanges in Zambia and Malawi. But by far the largest volume (73 percent) has been contracted through farmers' organizations. The actual volumes purchased are dependent on a number of factors, including: the size (and funding situation) of the WFP country programme; the level of local market prices with respect to international prices, which determines whether WFP is allowed to procure locally; and the capacity of P4P suppliers to respond to WFP's demand. Volumes bought in post-conflict countries (Democratic Republic of Congo, Liberia, Sierra Leone, South Sudan) are understandably low. WFP has to continually balance developmental aims with the needs of beneficiaries requiring food assistance.

The contracted volumes under P4P are impressive, but about 20 percent of the total volume contracted with farmers' organizations overall has been defaulted since 2008, with significant differences across countries. Contrary to expectations, stringent quality standards have not been the main reason for defaults in most countries. Case studies in 2011 have shown that, with the right training and equipment, farmers learn quickly about quality. The main reason is related to the suppliers' capacity, and in the case of farmers' organizations, to their low capacity to bulk members' produce effectively and in a timely fashion. It takes time, trust among members, financing and storage to effectively aggregate. Overall, 56 percent of all defaults by farmers' organizations have been attributed to capacity issues, especially those related to delays in the bulking process, which leads to "side-selling" by individual farmers during aggregation, as individual farmers will not wait for payment, especially if prices are rising.

In order to minimize defaults, in some countries, WFP now requires that at least 50 percent of the contracted volume be aggregated in the organization's warehouse before a contract is issued. In addition, WFP allows partial deliveries and will pay per quantity delivered. Farmers' organizations are given some leeway on defaults in the early stages of joining P4P. However, P4P progressively institutes penalties for those that continue to perform poorly, by either excluding them (temporarily or permanently) from subsequent contracts. If

farmers' organizations are to gain the credibility required to attract the private sector, and to sustainably participate in formal markets, reliability and honoring contracts are key.

1.5 Empowering Women

"It is incredible. Because WFP buys from us and also brings in other buyers, the cooperative can already employ 30 women like me, and 8 young men. The wage we get is fair, and payment always comes without delay. This is the only regular wage employment in this area."

Beatha, a casual agricultural labourer from Rwanda

Empowering women is crucial for P4P because the majority of smallholder farmers are women. However, the majority of farmers' organizations have a lower proportion of women registered as members than men or serving in leadership positions. In addition, far fewer women than envisioned actually meet the criteria used to define a smallholder farmer, as they neither own land in their independent right, or control the decisions about which crops their households will produce and trade. And even when women own land and can qualify as members, they face another important constraint: time, which is often a luxury that women can least afford.

Therefore, in developing the P4P global gender strategy, it was clear that if P4P kept a focus only on women who are independent smallholder farmers, the goal of reaching 250,000 women farmers by the end of the pilot would not be realized. To address this challenge, four categories of women were considered: Women

producers and/or marketers of crops currently procured by WFP; Women unpaid family workers; Women producers and/or petty traders of crops and food products currently not procured through WFP; Women casual laborers. P4P stepped up its efforts to buy pulses in the pilot countries, which are considered to be "women's crops". The pilot is also promoting activities that address women working as casual agricultural labourers in agricultural enterprises, as well as helping women's

groups gain joint title to land. In Mali, for example, WFP's purchases through P4P created trust and an incentive for customary and administrative authorities to grant 500 hectares of land to women farmers for their commercial farming activities. Finally, P4P has committed a lot of attention and money to one activity that cuts across the needs of women in all categories: *providing labour- and time-saving technology* to ease their workload. By and large, the equipment is provided on either a partial or full cost-recovery basis. The introduction of these labor-saving technologies is often transforming the dynamics of the traditional gender division of labour within the household. Many men now use this equipment to perform work normally considered as women's tasks (e.g. shelling of maize).



"Now, in my house, my views count because I am contributing to the family income; my husband and I, we work together: he supports me and I support him. It has helped me a lot, because it has shown me that, as a woman, I am worth a lot."

Karla Trujillo, farmer from El Salvador and president of a farmers' organization

2. THE WAY FORWARD: PARTNER PERSPECTIVES

Introduction

In order to gain an understanding of partners' perspectives on P4P, presentations were offered in plenary by government representatives from El Salvador, Ethiopia, Honduras and Mozambique, as well as a presentation by the US Ambassador to the UN Agencies in Rome. Participants were then divided into breakout groups. Each group was comprised of government representatives, local partners, international development partners and UN/intergovernmental agency representatives (see box below for details):

Partners' perspectives: Presenters (Groups 1 - 4)

Government

Burkina Faso – Ministry of Agriculture
Rwanda – Ministry of Agriculture and Animal Resources
Tanzania – National Food Reserve Agency
Uganda – Ministry of Agriculture, Animal Industry and Fisheries

Local Partners

Ghana – Comfort Appiah, Women Farmer's Organization Representative
Mali – Mamatou Kane, Faso Jigi/PACCEM, Farmers Organisation
El Salvador – Karla Trujillo, Asociación Agropecuaria El GARUCHO de R.L
ACDI/VOCA, William Sparks, Vice-President, Programme Services

International Development Partners

Bill & Melinda Gates Foundation
Howard G. Buffett Foundation
USAID
Stichting Nederlandse Vrijwilligers (SNV)

UN/Intergovernmental Agencies

Food and Agriculture Organization (FAO)
International Fund for Agricultural Development (IFAD)
Inter-American Institute for Cooperation on Agriculture (IICA)
UNWomen

The objective of the sessions was to hear partners' perspectives on: their partnership with P4P and how it complements their overall strategy; what has worked well; the main challenges; and thoughts on looking beyond the pilot P4P. Each of the four groups then presented their main discussion points in plenary.

For P4P, partnership, resilience and food security are key pillars, the measuring sticks with which success is validated. Partnership is fundamental because the historic goal of ending hunger cannot be reached in isolation. P4P is a *diverse* community, with over 200 partners providing technical support for agricultural production, agri-business management, post-harvest handling, financial services, institutional capacity building, monitoring and evaluation, agro-processing and gender empowerment. P4P partners are balanced across many different types of organizations, including strong representation from civil society, with two-fifths of partners coming from local and international NGOs. Donors, UN agencies, banks and financial institutions comprise about one-fifth of the P4P community, another

one-fifth of partners represent government agencies, and remaining partners are comprised of a mix of private sector, regional, research and academic institutions.

2.1 P4P as a catalyst for change

The catalytic role of P4P in promoting smallholders and its role in agricultural development is fundamental, and P4P has been a catalyst for change in many countries – from providing the impetus for the Government-led ‘Common P4P’ in Rwanda to the ambitious plans by the Government of Ethiopia to undertake large-scale purchases from smallholder farmers.

One successful approach is in aligning the initiative with the national plans and strategies of governments, as well as their safety net programmes. An example of government ownership is El Salvador, where P4P was identified by the Government as a promising and innovative initiative with which to align its National Agricultural Strategic Plan. The emphasis on P4P as being learning and sharing platform has been central in explaining the challenges that smallholders face and in understanding their livelihoods. This emphasis on learning and sharing was pivotal for El Salvador, as it was seeking agricultural lessons learned and best practices to embed in its plan.

Government ownership is another critical factor, as this paves the way for sustainability of the initiative. Another example is Honduras, where the Ministry of Agriculture and Livestock and the National Agrarian Institute are directly involved in the management of P4P. Their involvement served as a catalyst for a series of critical training initiatives for government staff, agricultural technicians and smallholders. Moreover, the various ministries involved in P4P are exploring new ways of doing business with smallholders in marginalized areas and the organizations that represent them, in an effort to transform them into genuine agricultural enterprises and to further the development of the agricultural sector. Forward contracts and financing are key issues to supporting farmers’ organizations across crop value chains, and P4P has been able in a number of countries to serve as a catalyst for establishing relationships with banks. For example, in Ethiopia, as in many other countries, 100 percent collateral is often required for loans to farmers. But the partnership with P4P and ATA has been crucial in convincing the Commercial Bank of Ethiopia that the forward contract provided by WFP is sound, and that the cooperatives themselves understand the nature of the enterprise they are going to embark on. The bank is now making over USD 4 million available. With proper support, especially on-the ground management support, cooperative unions can commit to deliver on large forward contracts. The “forward” element of these contracts is essential to unlock participation by other players in the value chain, such as local finance providers, which still consider agricultural lending to be particularly risky and which lack the capability to accurately assess this risk.

“During the war in Liberia, neighbors were killing each other; the women in my village came together and formed a group that we called ‘Help Us’ hoping someone would hear us and protect us and our children. After the war, people were afraid and sometimes didn’t talk to each other. Since P4P, we have to work together to sell our rice together. Now, I go check on my sisters when they don’t come to a meeting. I go see what is wrong. P4P is not just helping us earn money; it is bringing us peace we have not had. It is rebuilding trust and community. That is what P4P is to me.”

Fatu Namieh Nyen, farmer from Liberia



2.2 Partnerships

The way forward – one partner's perspective

Mr. Khalid Bomba, CEO, Ethiopian Agricultural Transformation Agency (ATA)

'The most important aspect of our partnership with WFP is our willingness to learn by doing rather than learn by being extremely cautious'.

ATA was created to partner with Ethiopia's Ministry of Agriculture to act as a catalyst to make agriculture the key driver for economic development. ATA is a time-based organization: it will not exist in 15 years, which means that capacity will need to be in place so that interventions are sustainable. ATA is also one of WFP's main partners under its P4P project.

ATA identified 17 interventions to support farmers across crop value chains. The maize value chain programme focuses on ten interventions, of which four are led by P4P and six by ATA. P4P is supporting agricultural transformation by providing a large and structured demand sink, and by building aggregation capacity of farmer organizations. Both domestic and international partners are working together to ensure that almost 30,000 MT of maize are successfully delivered – the largest quantity ever sourced from farmers' organizations by P4P. In 2012, WFP signed forward delivery contracts with 16 cooperatives, and delivery is expected to commence in the beginning of February 2013. Finance is critical to make these transactions work. In Ethiopia, the financial structure is archaic. Often 100 percent collateral is required for a loan. But the partnership has been able to convince the Commercial Bank of Ethiopia that the Forward Contract provided by WFP is sound, and that the cooperatives themselves understand the nature of the enterprise they are going to embark on. The bank is making over US\$ 4 million available.

Going forward, there is clear value for P4P's engagement in developing cereal markets in Ethiopia, and with a long-term vision for Ethiopia transitioning from food aid to food assistance. One of the most important P4P aspects is that it is a work in progress, a learning opportunity.

Governments and P4P are strategic partners. There is a strong commitment to work with governments at Headquarters, country and field levels. In some countries P4P has facilitated the linking of farmers' organizations to national reserves. It is also used as a tool to implement national strategies, as in Rwanda and Uganda. The partnerships are formalized through Memoranda of Understanding, but these are signed at different administrative levels (e.g. central, regional or local), which can have an impact on the range of activities and services under P4P. In addition, the link needs to be strengthened between P4P-like initiatives and other initiatives such as national safety net programmes.

One of the challenges of deepening partnerships is the movement of project and government staff, and international partners. Field-level partnerships are the most important, as they represent what is available on the ground. An "institutionalized" approach needs to be developed, rather than relying on "bilateral negotiations" in order to establish more solid and durable partnerships that involve larger groups or boards rather than individual people. In this regard, a strong and stable field presence among agencies is fundamental. In addition, there is a difference in entry point: WFP is both nationally and

locally based, with a focus on food security, while operational partners are more district and community based, often with broader mandates. Through proper coordination, this difference can be leveraged to great advantage.

For the post pilot P4P, it is crucial to leverage partners to expand and adopt the successful approaches identified under P4P while exploring new ways of connecting farmers to markets. This means more robust partnerships with governments, private sector, and NGOs as well as a richer, more integrated collaboration between the UN Rome-based agencies (RBAs).

Alesha Black, Bill and Melinda Gates Foundation

While recognizing that progress has been made among the UN Rome-based agencies in working together as described under 'Where we are now', these efforts must continue to be strengthened as the post-pilot begins, with meaningful engagement from the planning and inception stages through execution and evaluation. Coordination between the agencies must improve, and opportunities seized to further understand and build upon each agency's strengths. In this regard, governments should take the lead in enhancing these partnerships. They should demand them, and not wait until they surface separately.

Where the private sector is involved with food procurement (e.g. traders) its focus is on quantity and not quality, which can encourage competition rather than partnership. The partnership approach needs to be promoted for sustainability and increased efficiency along value chains. Moreover, a clear strategy for engagement with the private sector, especially supply-side partners, needs to be created.

2.3 Capacity building

"When we started working with P4P, there were challenges to keep the required quality, and problems with storage. But in time P4P provided capacity building and trained farmers to help improve quality of the products. This also strengthens the cooperatives. It creates a sustainable market for our products, makes us more aware of quality issues, and encourages us to produce more. Our cooperative is also now supporting the home-grown school feeding project. And the big thing is that we have a shortage of warehouses and working capital. WFP has helped to facilitate a loan with the Commercial Bank of Ethiopia."

Simret Simano Shelemo, Member of a farmers' organization, Ethiopia

Capacity building, particularly training of farmers, has made a real difference in supporting farmers to produce quality commodities for WFP and other markets. Farmers' organizations stressed that the capacity-building efforts had facilitated their engagement with the external environment, strengthened their negotiation skills, improved the quality of their crops, reduced post-harvest losses, and heightened their awareness of environmental and health issues. Given these enhanced skills, one significant focus will be to further engage with markets beyond WFP and to increase the number of commodities that farmers can cultivate and sell. Farmers' organizations also expressed a need to be trained in reaching out to organizations to access services and support. In addition, more effort should be devoted to identify and address training needs of local government.

2.4 Access to credit

Access to affordable credit remains an issue in many P4P pilot countries and this must be a key component of the post-pilot design. Most Microfinance Institutes (MFIs) have an entrepreneurial focus and are not currently involved in agriculture with smallholders, who have never been an MFI target. Banks are looking at profit, not at food security. Farmers' organizations cannot afford the interest rates (3%-4% a month or 36%-48% a year), which are often higher than those for commercial agriculture. Banks are risk-averse. Agro-guarantees and other mechanisms, such as climate and weather index insurance and the warehouse receipt system, can help drive interest rates down, and these need to be explored more.

Over time, packages have been developed in some countries specifically for smallholders, which are working well – for example, Equity Bank, Ecobank and the Development Credit Authority. These successes need to be captured in the Global Learning Agenda and disseminated. The donor community could also provide support through long-term, low-cost concessional loans.

Without the policy makers, it is difficult to sustain financing lower than the market rate. And doing so does not create a sustainable farmer. It is important to engage with the policy makers as much as possible in order for the programme to be sustainable going forward.

In Burkina Faso, we have been trying to address the problem of credit. Banks like Ecobank show great potential. But how present are banks like this in the field? Will a farmers' organization drive 100 km to get there?"

Veronique Sainte-Luce, P4P Country Coordinator, Burkina Faso

2.5 Bureaucracy

Bureaucracies continue to be a challenge, be it within WFP, within governments or across agencies. Partners commended WFP for its flexibility and patience in taking risks. At the same time, partners spoke of their perception of WFP as a very bureaucratic and sometimes overwhelming agency to engage with, particularly for smaller partners. When there is a problem, partners find it difficult to know what WFP department to turn to for assistance.

Lack of timely payments continues to be particularly problematic for smallholder farmers, who are often cash-strapped. WFP's payment system needs to be improved. An analysis of payments should be conducted, along with the terms and conditions of procurement contracts, to determine the drivers and find solutions to accelerate payments. While WFP has put systems in place, such as advance payments of up to 80 percent, these do not appear to be availed of to the extent possible.

Another issue is the content of most WFP food baskets, with a primary focus on staples. It is challenging to consider the prospect of enriching the food basket with fruits and vegetables, which could be procured locally, although this is beginning to change with an increase in cash resources and voucher programming and a greater focus on nutrition within the organization.

2.6 Knowledge management

P4P must rigorously and systematically document and disseminate experiences and learning – both quantitatively and qualitatively. There is some concern among partners that monitoring and evaluation will not be able to draw out and comprehensively document all the lessons expected.

2.8 Gender

While partners recognize that significant strides have been made on gender issues (see ‘Where we are now’ for examples), the need to maintain momentum was stressed. There are still generally fewer women than men both as members and as leaders of farmers’ organizations. Issues of women’s access to and ownership of land also need to be explored further. The gender divide is still great in many countries; without access to or control of this



*Comfort Appiah,
Farmer from Ghana*

fundamental resource, the voices, dignity and productive potential of women will be stifled. As progress continues, it must be remembered that money is a powerful tool. It changes women’s negotiating position within the household. Women begin to have a greater say in the home and in the community, and they can invest in other projects to boost their incomes. At the same time, care must be taken ensure that family tensions are not created as husbands and other family members may see the newly empowered woman as going against or even challenging traditional norms and expectations. Women’s increased income may possibly expose them to physical abuse in the home from partners or other male relatives who feel threatened by their

financial independence. Therefore it is critical to underpin all gender integration activities with awareness raising.

“Our experiences with P4P are excellent, especially for me personally. We have learned a lot here. We need to point out how good P4P has been from the beginning. I have learned that we farmers have problems all over the world. The opportunity we have been given to overcome them is excellent. Capital is clearly a problem. But we farmers have the strength and determination to work. We enjoy the best capital of all – human capital. We as women farmers have a future. There is no world without agriculture. All of us farmers speak the same language, and we can do this together.”

Karla Trujillo, farmer from El Salvador and president of a farmers’ organization



3. THE WAY FORWARD: WFP PERSPECTIVE

Introduction

In order to gain an understanding of WFP perspectives on P4P, the 20 P4P Country Coordinators from different countries divided into four breakout groups to share perspectives and experiences on internal and external strengths and weaknesses, and recommendations for moving forward. Each group then presented its main discussion points in plenary. Following are the main themes and issues that emerged during this internal segment of the Consultation.

3.1 Internal processes – integration and ownership

WFP's corporate climate is supportive, and the Procurement Division, in particular has readily accommodated innovations. A dynamic learning process has been embedded, and this, combined with a strong field presence and engagement enables the realities and specificities of smallholder farmers to be understood.

Over the years, country offices have strengthened their local purchase capacities. However, bureaucratic processes and attitudes can cause delays and a sense of fragmentation. This may be due to some country offices working in a very compartmentalized way and having a low sense of ownership of the initiative, which prevents staff from following through to make sure a particular process continues through the chain. Appropriate staffing, motivation and reinforcing team spirit will need particular attention as the post pilot strategy takes shape. P4P will need to be integrated at the country office level, rather than be considered an extra workload and burden.

During the integration process, and the shift from food aid towards food assistance, the inconsistency between development objectives for smallholders and procurement needs to maximize tonnage at lowest price needs to be clarified. P4P Country Coordinators clearly see P4P as being a development initiative that is about much more than procurement. It is not merely about quantities purchased or numbers of smallholder farmers reached. A significant challenge is the perception of some personnel that P4P is a programme activity or a procurement activity. The reality is that P4P is both and indeed, is more as it cuts across many other aspects of WFP's work (i.e. logistics, finance, HR). If clear guidance is not provided, this ambiguity will continue to be present and may hinder the integration P4P into WFP's programme of work.

P4P touches upon a number of subjects, and appropriate staff will need to be recruited and trained. There is a wealth of tools available, and focus needs to be given to having the right people in the right positions, who are willing to have a proactive approach to resolve a problem and to work collaboratively. Ownership and integration of different units needs to be fostered, as well as communications between them. This will help to exploit opportunities to better link with other aspects of WFP's work, including nutrition, Cash & Vouchers, weather insurance and home grown school feeding.

To enhance integration and ownership, work needs to be done locally to look into the bottlenecks of the business processes. There are implications beyond the day-to-day work of the P4P Country Coordinators. In fact, the implications go beyond P4P. If P4P is a pilot to learn lessons, and there is no integration, then certain linkages are being overlooked that need to be understood and shared. Therefore there should be an active engagement by all P4P Staff in the forthcoming corporate Business Process Review.

3.2 Risk and partnership

“Innovation brings positive risk. What manager will take a risk? We have to take more positive risks and optimize these as we move on unknown ground. How many will be confident enough to drive this? In Latin America, most P4P teams are on service contracts, and they are managing millions of dollars. We need to change the contracting system so that they are part of WFP. This is where ownership comes, too.”

Helmut Rauch, Country Director Nicaragua

There was recognition that country offices have different appetites for taking risk, which is often determined by the management team in place. Given the experimental nature of P4P, the need to embrace the opportunity to take calculated risks was emphasized.

The P4P pilot is highly dependent on partners. However, partnerships have not always been properly assessed. The quality and reliability of partners varies from country to country, which has a strong impact on the project’s credibility, objectives and impact. The competence of partners for the tasks and the results desired must be ensured. Partners must be assessed using clearly established criteria.

3.3 Countdown to final evaluation and the Global Learning Agenda



The P4P monitoring and evaluation system is in place for the final independent evaluation of the project in 2014. It is designed to provide the necessary information to evaluate the assumptions derived from the mid-term evaluation and to monitor whether key targets have been achieved.

The quality of the evaluation and the way forward will depend on the quality of the information collected.

Otherwise, there is the risk that evaluators will spend time and energy on discussing data quality issues rather than on focusing on analysis. Therefore, the role of the country offices in providing quality information is crucial.

The evaluation will involve five phases:

- **Preparation:** terms of reference, selection of team
- **Inception:** briefing and document review, preparatory mission, methodology, detailed planning
- **Evaluation:** field visits, interviews, surveys, etc.
- **Analysis & reporting:** triangulation, consultation on drafts
- **Dissemination:** communications plan

Key documentation will include:

- Global Learning Agenda (17 themes), including:

- ✓ P4P story
 - ✓ Quality markets beyond WFP
 - ✓ Infrastructure inventory
 - ✓ Other thematic studies
 - ✓ Thematic synthesis documents
- Annual/biannual case studies
 - African Economic Research Consortium (AERC) survey reports
 - Farmers' organization records (including sales to other buyers)
 - Procurement records (with updated information on deliveries/defaults and timeliness of deliveries)

The breadth, depth and rigor of the analysis and documentation processes will be extremely time and labor-intensive, and it will be an extraordinary challenge for staff to ensure that the demands are met while they continue to carry out P4P implementation with rigor and innovation during 2013. Additional capacity and resources may be required to enable all of the necessary documentation to be produced. Other platforms are asking for similar documentation, and coordination with WFP's Public Information Unit and other information units will be essential.

Another challenge will be the high turnover of Country Directors and Coordinators in 2013. They will need to be tracked in order to capture their information and insights about P4P. In response to concerns expressed by field staff, a commitment was made by headquarters to provide financial and human resources to facilitate the production of quality materials under the Global Learning Agenda, while ensuring that continued implementation is not compromised.

"I believe, and my government believes, that P4P is helping transform smallholder agriculture. We think that the investment has been a very good one. As we gather lessons from the pilot, we hope other donors will support P4P. Smallholders want to be part of the commercial system, and P4P is paving the way."

David Lane, United States Ambassador to the UN Agencies in Rome

3.4 External processes

P4P has been well marketed. It has caught the attention of many stakeholders and has had a strong catalytic role along the value chain. There is great appreciation of the quality, productivity and reliability of farmers, and the whole value chain as an integrated process. The pilot has also been instrumental in transforming the perception of WFP, especially among governments. WFP is no longer seen in some pilot countries primarily as a "truck driver". In addition to distributing food, P4P has demonstrated that WFP is able to carry out other activities essential to development. P4P has facilitated access to quality markets beyond WFP and shared procurement expertise and tendering processes.

Capacity building – both hard and soft – has been one of the most distinctive components of the initiative: developing physical capacity (for example, warehouses, rainfed irrigation) and also softer capacity (for example, strengthening personal abilities of Boards of Directors of farmers' organizations, self-awareness and appreciation of the health risks of aflatoxin in maize). In addition, a great deal of trust has been developed between external partners and

participating farmers' organizations. This trust has extended within farmers' organizations as well as with other support organizations and services.

As a pilot, P4P evolved into a much more complex initiative than had been originally envisioned and communicated at the outset. The pilot may have raised expectations beyond the capacity to fulfill them. Farmers' organizations, in some instances, expected WFP to purchase more tonnage, or commodities of a lesser quality, or to pay higher than the market price. Delays in payment may have negatively affected some partnerships. Much has been improved, but the message needs to constantly be relayed that "cash at the farm gate" will never be an option for WFP as it cannot engage directly with one million farmers – the entry point must be the FOs.

Partnerships with the UN Rome-based agencies and others should have begun at the design phase. As an organization that deals with emergencies, WFP has a culture of establishing *modus operandi* and then bringing in partners. In the future, partnerships will need to be developed more harmoniously, and from the outset of initiatives.

With P4P, we are a small part of the journey to determine how we can use our demand as a catalyst to get smallholder farmers connected to markets. This was always the idea – in this five year journey, we will learn, we will identify models that are scalable and that can be adopted by governments and institutions to take it to scale. Moving forward, there is another year of this journey. Where do we go next? We always envisaged these waves – of WFP alone, then WFP with partners, the governments taking it to scale. How do we make it about Government policy, Government programmes. This is our homework for the next year."

Ramiro Lopes da Silva, WFP Assistant Executive Director and Chair of P4P Steering Committee

3.5 Perceptions and experiences in non-pilot countries

Three countries that were not part of the P4P pilot have leveraged the P4P momentum and models to incorporate smallholder farmers into local purchase. Their perceptions and experiences were shared and are presented below.

❖ Ecuador

WFP made a significant shift in Ecuador in 2010, moving from a large procurement operation for the government's school feeding programme to an operation focusing on refugees along the northern border. The Government was moving to a strong focus on food sovereignty and security and working with smallholder farmers in a decentralized manner. WFP began to orient its activities with the key government priorities of supporting smallholder farmers, safety nets and women's organizations, while also focusing on promoting nutritionally diverse diets.

The Government requested that different models be developed reaching different types of markets. WFP focused on linking up with and supporting social protection programmes, and taking activities from a national level to a decentralized level, linking small producers with schools and day care centers and training government authorities to strengthen farmers' organizations. Links were established with other markets such as supermarkets. The voucher programme was used to encourage participants to buy fruits and vegetables. Vegetable gardens are also being supported, from small plots to one to two hectares, with the goal of convincing schools, communities and families to grow fruits and vegetables on their own. It is hoped that this will have similar results to P4P, particularly regarding the strengthening of local government capacity, FOs capacity and improving quality. What has worked well is home-grown school feeding, or complementary assistance to the school meal programme. WFP has been able to work with local private partners who transport products to schools, while parents are sensitized on importance of incorporating fruits and vegetable into the menu. This involves a lot of training of teachers, students and parents, and also developing menus that will be appealing to children.



WFP experiences were shared from Niger, Zimbabwe and Ecuador

One government priority is to incorporate ecologically friendly and organic products. WFP is exploring how this could be achieved from a technical and certification perspective. Another interesting prospect is diversifying away from supermarkets to work with fairs and local market outlets.

❖ Niger

Purchasing commodities from smallholders in Niger started in November 2012 as part of the Brazil funded PAA pilot (see 1.2 above), building upon the P4P experience. Three areas in

the south were targeted, where the best time for WFP purchase is from September to early March. The environment for local purchase is conducive for a number of reasons:

- Niger is one of the 3N Countries (Nigériens Nourrirent Nigériens) as well as being a PAA (Purchase from Africans for Africa) country
- The strategy is to purchase from smallholder farmers to supply the national school feeding programme
- There is strong commitment from partners towards agriculture development
- The Ministry of Agriculture is involved at central and local levels through input subsidies, diversification of agriculture and its irrigation programme
- There is an emphasis on food security, with national strategic stocks and cereal banks.

Through direct negotiations and contracting from smallholder farmers' associations, WFP is purchasing 678 tons of millet and 391 tons of beans. Short-listing the small farmers' associations was conducted using the following criteria: through FAO supported federations; at unions' levels; at farmers' organization levels; gender focus on percentage of female members; compliance with WFP financial requirements, such as bank accounts; and production and storage capacity.

A number of challenges have emerged:

- Poor access to market information by the small farmers
- Price fluctuation at the local markets, given the need for cash by small farmers immediately after harvest
- Largely non-existent marketing strategies
- Retention of stocks
- Methodologies for fixing prices with small farmers' associations
- Government plan to purchase large quantities from farmers' associations.

For the 2013 harvest, a number of goals have been set:

- Increase tonnage to be purchased from small farmers (up to 3,000 tons)
- Introduce a database to measure impact on livelihoods
- Reinforce strategic partnerships with government counterparts, the High Commission of 3N, the Ministries of Education and Agriculture, FAO, UN Women and national or international NGOs that have a strong presence and experience in agricultural production or commercialization (for example, Catholic Relief Services, World Vision International, Afrique Verte).

❖ **Zimbabwe**

In Zimbabwe, there was a strong push from the donor community to purchase food locally. Donations were received from several donors with requirements for local purchase, tendering, quality assurance and control.

The grain market has been the monopoly of the Government's Grain Marketing Board. All farmers sell through this. Payments were being made on time, but when this system collapsed in 2009, the Government deregulated the market. Private entities could now enter the market and the atmosphere was ripe to undertake local purchases.

All potential suppliers (not initially dealing with farmers' organizations but with agro-dealers) were invited by WFP to compete for tenders. They were briefed and trained by WFP's regional procurement expert on ways to finalize their tendering documents to be competitive. The first round produced no farmers' organizations, which faced very stiff competition: Zimbabwe is next to Malawi and Zambia, where non-GMO cereals are also produced, which is a Government requirement. As the borders are very porous, agro-dealers were smart enough to import from Zambia and compete with production by farmers growing locally.

WFP decided to run a localized tender – for a specific region with a surplus and next to an area with a known deficit. This has shown some positive results. What is lacking is a system whereby all small farmers are put in a data base, to be contacted and aggregated to present a common front with enough quantity and quality.

It would be extremely advantageous for P4P to capitalize on all best practices and to develop a toolkit to allow country offices that are not technically members of the P4P pilot initiative to start taking on the lessons and successes achieved.

4. Annual Consultation Recommendations

The following recommendations were made during the external and internal consultations:

4.1 External

- P4P should continue to play a catalytic role for change, such as the impetus it provided for the Government-led 'Common P4P' in Rwanda to the ambitious plans by the Government of Ethiopia to undertake large-scale purchases from smallholder farmers.
- Capacity building, particularly training of farmers, has made a real difference in supporting farmers to produce quality produce for WFP and other markets. This must continue to be prioritized, with a greater focus on extending training to local government partners.
- Supporting smallholder farmers to reach quality markets beyond WFP should continue to be a key focus, particularly supporting diversity of commodities produced.
- Partnership among the UN Rome-Based Agencies must continue to be strengthened as the post-pilot approaches, with meaningful engagement from the planning stage through execution and evaluation.
- While recognizing that bureaucracies continue to be a challenge, be it within WFP, within Governments or across agencies, efforts must continue to minimize the impact of this challenge.
- P4P must rigorously and systematically document and disseminate experiences and learning – both quantitatively and qualitatively.
- Significant strides have been made on gender issues and the momentum must be maintained.
- Access to credit and timely payments continue to be a concern for farmers' organizations. While progress has been made to some extent, access to financial services must be a key component of the post-pilot design.

4.2 Internal

- P4P has been catalytic within WFP, with significant changes having taken place to WFP's internal systems. For example, procurement systems have been adjusted to be more 'smallholder-friendly'; delegations of authority have been extended to Country Directors to minimize bureaucratic bottlenecks; and advance financing has been modified to optimize opportunities to make cash available for food procurement. However, systemic changes to internal systems must continue to be implemented.
- Post pilot, P4P must be embedded into the country office structure, ensuring that staff is provided with the necessary support. This will increase a sense of ownership of P4P beyond those working directly on the initiative. Country office management should be encouraged to experiment, even if this means taking risks.
- Post pilot, P4P must seek out opportunities for synergies with other WFP activities – for example, climate change, Home Grown School Feeding, nutrition, cash and vouchers, and weather insurance.

Appendix 1 – Annual Consultation External Agenda

Tuesday, January 29th 2013 Moving Forward Together: Where have we been and where are we now?			
Time	Topics	Lead/Presenter	Focus of Session
8.15 – 8.45	Registration at FAO Headquarters – Security Desk (Gianluca Guerrini)		
8.45 – 9.30	Official Opening	Ertharin Cousin, Executive Director, WFP Kanayo Nwanze, President, IFAD Daniel Gustafson, Deputy Director General, FAO	To open the Annual Consultation
9.30 – 9.40	Annual Consultation Road Map	Georgia Shaver, Facilitator	To provide participants with an overview of the structure of the Annual Consultation
9.40 - 10.30	Reflections and Looking Forward	Ken Davies, P4P Coordinator; Jorge Fanlo, P4P Senior Prog Adviser; Laura Melo, P4P Regional Prog Adviser	To take stock of where we have been, where we are now and some thoughts on where we are going.
10.30 – 11.00	<i>Coffee Break</i>		
11.00 – 13.00	The Evidence So Far: Building Farmers' Capacity	P4P Coordination Unit: Clare Mbizule Alessia Decaterina Damien Fontaine Sara Lyons	To present results to date on building farmers' capacity, focusing on seven specific capacities
13.00 – 14.00	<i>Lunch Break</i>		
14.00 – 15.00	The Evidence So Far: Empowering Women	P4P Coordination Unit: Clare Mbizule Batamaka Some	To present the P4P approach in mainstreaming gender, the key achievements and emerging challenges
15.00 – 15.30	<i>Coffee Break</i>		

15.30 – 17.00	P4P as a Catalyst: Supporting Agricultural Transformation	<p>Mozambique: HE Armando Inroga, Minister of Industry and Trade</p> <p>Honduras: HE Hilda Hernandez, Minister of Social Development</p> <p>El Salvador: HE Pablo Alcides Ochoa, Minister of Agriculture</p> <p>Ethiopia: Khalid Bomba, CEO, Agricultural Transformation Agency</p> <p>United States Mission to the UN Agencies in Rome: Ambassador David Lane</p>	<p>To provide examples of how P4P is being leveraged used to support broader agricultural transformation agendas, both from a host Government and a donor perspective</p> <p>15 minute presentation each, followed by 30 minute discussion in plenary</p>
17.00 - 17.15	Wrap Up / Summary of Day 1	Georgia Shaver, Facilitator	
18.00 – 19.30	<i>Cocktail at FAO</i>		

Wednesday, January 30th 2013
Moving Forward Together:
Where are we going?

Time	Topics	Lead / Presenter	Focus of Session
8.30 – 8.45	Arrival of participants		
8.45 – 9.00	Review of day one	Georgia Shaver, Facilitator	
9.00 – 9.20	Intro to break-out sessions	Georgia Shaver, Facilitator	To ensure that participants have a clear understanding of the structure and expected outputs of the break-out sessions
<p><i>Format: Each participant is assigned to a break-out group, where s/he will listen to four partners share their experience of P4P.</i></p> <p><i>Each session will be for 30 minutes with a 15 minute break between each session (45 mins x 4 topics = 3 hours).</i></p> <p><i>If a participant is not assigned to a break-out group, s/he can choose a group to join.</i></p>			
9.20 - 12.20	<p>Break-Out Groups</p> <p>Moving Forward Together: Partners' Perspectives</p> <p><i>Coffee break to take place at 10.45 am (after first 2 presentations).</i></p>	<p>Government:</p> <p>Burkina Faso: Amadou Sidibe, Ministry of Agriculture</p> <p>Rwanda: Lucia Zikiriza, Ministry of Agriculture & Animal Resources</p> <p>Tanzania: Nicodemus Masao, National Food Reserve Agency</p> <p>Uganda: Okaasai S. Opolot, Director Crop Resources, MAAIF</p> <p>Local Partners:</p> <p>Ghana: Comfort Appiah, Farmer</p> <p>Mali: Mamoutou Kane, Faso Jigi</p> <p>El Salvador: Karla Trujillo, Asociación Agropecuaria</p> <p>El GARUCHO de R.L.</p> <p>William Sparks,</p>	<p>Objective</p> <p>To hear partners' perspectives on:</p> <ul style="list-style-type: none"> • Overview of partnership with P4P, with a particular focus on how this complements their overall strategy • What has worked well? • What are the main challenges? • Some thoughts on looking beyond the pilot P4P.

		ACDI/VOCA International Development Partners: Bill & Melinda Gates Foundation: Alesha Black Howard G Buffett Fdn: Emily Martin USAID/DCA: Anthony Cotton SNV: Mohammed Lukumanu UN/Intergovernmental Agencies: FAO: Siobhan Kelly IFAD: Jean Philippe Audinet, IICA: Diego Montenegro UNWomen: Tacko Ndiaye	
12.20 – 14.00	Lunch Break		
14.00 – 15.00	Moving Forward Together: Learning from WFP Local Purchase Experiences in Non-Pilot Countries	WFP Ecuador: Deborah Hines WFP Niger: Aline Rumonge WFP Zimbabwe: Felix Bamezon	To understand how P4P has been leveraged by non-pilot countries. <i>15 minute presentation each, with 15 minutes for plenary discussion</i>
15.00 – 15.20	Coffee		
15.20 – 17.00	Feedback from break-out sessions	Government Partners: Emmanuela Mashayo, P4P Rwanda UN/Intergovernmental Partners: Ana Touza, P4P Mozambique International Development Partners: Hebert Lopez, P4P El Salvador Local Partners: Isabelle Mballa, P4P Mali	Summary of each group to be presented by P4P Country Coordinator, followed by plenary discussion.

17.00 – 17.30	Closing remarks	Partner Representative: William Sparks, ACDI/VOCA WFP Deputy Executive Director and P4P Steering Committee Chairman: Ramiro Lopes da Silva	
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Appendix 2 – Annual Consultation Internal Agenda

Monday, 28th January: ALL WFP PARTICIPANTS (morning only)

Time	Topics	Lead/Presenter	Focus of Session
8.30 – 8.50	Arrival and registration		
8.50 – 9.00	Introduction	Facilitator, Georgia Shaver	
9.00 – 9.30	Opening Remarks	P4P Coordinator, Ken Davies	Welcome remarks and setting the scene
9.30 – 11.00	Procurement – Strengthening the Connection with P4P	Mary-Ellen McGroarty, Deputy Director of Procurement	<ul style="list-style-type: none">• Reduce/minimise defaults• Robust procurement planning• Connecting P4P and LRP – Forward Purchase Facility
11.00 – 11.30	Coffee Break		
11.30 – 13.00	P4P Coordination Unit Update followed by discussion	P4P Coordinator, Ken Davies, and team	Focusing on post-pilot in terms of strategy and funding updates
13.00 – 14.00	Lunch Break (Brief meeting for Roving Resource Teams and Facilitators to take place during lunch)		
NOTE: Only Country Coordinators and P4P Coordination Unit to attend afternoon session.			
14.00 – 15.30	Four break-out groups to discuss key opportunities and challenges	To be selected by break-out groups	To enable CCs to frankly discuss successes and challenges of P4P, both internal and external
15.30 – 15.45	Coffee Break		
15.45 – 16.45	Feedback from break-out groups	To be determined by CCs	To capture key issues raised and decide on format for feedback to larger internal group on January 31 st

Thursday, January 31st: WFP Staff only

16.45 – 17.00	Wrap-up of the day	Facilitator, Georgia Shaver	
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Time	Topic	Lead / Presenter	Focus of Session
8.30	Arrival		
9.00 – 10.00	Feedback to CDs/RDs/colleagues on CC break-out groups key issues	To be determined by CCs	To share key issues with management
10.00 – 10.45	Countdown to Final Evaluation: What needs to be done?	P4P Coordination Unit and Sally Burrows, Senior Evaluation Officer	To ensure that all P4P CCs, CO management and HQ units are aware of preparations needed in advance of the 2014 final evaluation
10.45 – 11.00	<i>Coffee Break</i>		
11.00 – 11.30	The Global Learning Agenda: The P4P Story and other key documents	Ken Davies, P4P Coordinator, and team	
11.30 – 12.30	Final thoughts	Country Director, Rwanda Abdoulaye Balde, Regional Director, ODN Stanlake Samkange P4P Coordinator Ken Davies DED and P4P Steering Committee Chairman Ramiro Lopes da Silva	
12.30	<i>Lunch</i>		

Appendix 3 – Participants List

WFP STAFF			
	<u>Country</u>	<u>Name</u>	<u>Title</u>
P4P Pilot Countries			
1	Afghanistan	Djordje Vdovic	P4P Country Coordinator
2		Jamshid Zewari	National Programme Officer (P4P)
3	Burkina Faso	Veronique Sainte-Luce	P4P Country Coordinator
4		Angelline Rudakubana	Country Director and Representative
5	D R Congo	Francis Bere	P4P Country Coordinator
6		Veronique Kolony	National Programme Officer (P4P)
7		Patrizia Papinutti	Programme Adviser
8	El Salvador	Hebert Lopez	P4P Country Coordinator
9		Dorte Ellehammer	Country Director and Representative
10	Ethiopia	Enrico Pausilli	P4P Country Coordinator
11		Abdou Dieng	Country Director and Representative
12		Stephen Cahill	Head of Logistics
13	Ghana	Hassan Abdelrazig	P4P Country Coordinator
14		Magdalena Moshi	Deputy Country Director
15	Guatemala	Sheryl Schneider	P4P Country Coordinator
16	Honduras	Lenin Gradiz	P4P Country Coordinator
17		Nacer Benalleg	Deputy Country Director
18	Kenya	Martin Kabaluapa	P4P Country Coordinator
19		Ronald Sibanda	Country Director and Representative
20	Laos	Sengpaseuth Simmanivong	National Programme Officer (P4P)
21	Liberia	James Legg	P4P Country Coordinator
22		Getachew Diriba	Country Director and Representative
23	Malawi	Irene Del-Rio	P4P Country Coordinator
24		Baton Osmani	Deputy Country Director
25	Mali	Isabelle Mballa (based in ODD/Dakar)	P4P Country Coordinator
26		Romain Bouveau	Procurement Officer
27	Mozambique	Ana Touza	P4P Country Coordinator
28		Silvia Caruso	Deputy Country Director
29	Nicaragua	Francisco Alvarado	P4P Country Coordinator
30		Helmut Rauch	Country Director and Representative
31	Rwanda	Emmanuela Mashayo	P4P Country Coordinator

32		Abdoulaye Balde	Country Director and Representative
33		Jean Pierre De Margerie	<i>Country Director (incoming)</i>
34	Sierra Leone	Miyuki Yamashita	P4P Country Coordinator
35		Gon Myers	Deputy Country Director
36	South Sudan	Marc Sauveur	P4P Country Coordinator
37		Eddie Rowe	Deputy Country Director
38	Tanzania	Dominique Leclercq	P4P Country Coordinator
39		Marina Negroponte	Programme Officer (P4P)
40	Uganda	Germain Akoubia	P4P Country Coordinator
41		Sory Ouane	Country Director and Representative
42		Mats Persson	Head of Support Services
43		Alice Daihirou Etondi Martin	<i>Country Director (incoming)</i>
44	Zambia	Aurore Rusiga	P4P Country Coordinator
45		Simon Cammelbeeck	Country Director and Representative
46	WFP USA	Natalie Vaupel	Donor and Private Sector Relations Officer
Regional Bureau - Southern Africa			
47	ODJ	Simon Denhere	Regional Procurement Officer
Regional Bureau - Eastern & Central Africa			
48	ODN	Stanlake Samkange	Regional Director
49	ODN	Arben Cassli	Regional Procurement Officer
Regional Bureau - West Africa			
50	ODD	Claude Jibidar	Deputy Regional Director (Incoming Country Director, Afghanistan)
51	ODD	Pasqualina Di Sirio	Senior Programme Advisor
Regional Bureau - Latin America & Caribbean			
52	ODP	Laura Melo	Regional Programme Advisor, P4P
53	ODP	Marta Ortiz	P4P Consultant
WFP Brazil - Centre of Excellence			
54	Brazil	Cynthia Jones	Deputy Director, Centre of Excellence
55	Brazil	Darana Souza	PAA Africa - WFP (based in the Ministry of Social Development and the Fight against Hunger)
Headquarters Participants			
56	Italy	Ramiro Lopes da Silva	Assistant Executive Director, Operations Services
57	Italy	Adrian Van Der Knaap	Chief, Logistics and Transport Service

58	Italy	Bishow Parajuli	Director, Government Partnerships
59	Italy	Lynn Brown	Chief Economist, Policy, Planning & Strategy Division
60	Italy	Mary-Ellen McGroarty	Deputy Director, Procurement Division
61	Italy	Annalisa Conte	Chief, Cash and Vouchers (incoming Deputy Director PPI, Innovation)
62	Italy	Carmen Burbano	Policy Officer, School Feeding
63	Italy	Brigitte Labbe	Procurement Officer
64	Italy	Kenn Crossley	Chief, Hunger Solutions
65	Italy	Valerie Guarnieri	Director, Programme Division - <i>Incoming Regional Director for East & Central Africa</i>
66	Italy	Joyce Luma	Chief, Food Security Analysis
67	Italy	Sandra Westlake	Donor & Private Sector Relations Officer
68	Italy	Ariona Aubrey	Legal Officer
69	Italy	Shane Prigge	Programme Adviser, Food Safety and Quality
70	Italy	Stephane Meaux	Programme Officer, Food Safety and Quality
71	Italy	Eleni Pantiora	Consultant, Food Safety and Quality
72	Italy	Ken Davies	P4P Global Coordinator
73	Italy	Clare Mbizule	Programme Advisor, Monitoring and Evaluation, P4P
74	Italy	Jorge Fanlo	Senior Programme Advisor, West Africa, Post-conflict Countries, P4P
75	Italy	Catherine Feeney	Senior Programme Advisor, Partnership and Communications, P4P
76	Italy	Edouard Nizeyimana	Senior Programme Advisor, East and Southern Africa, P4P
77	Italy	Alessia De Caterina	Monitoring & Evaluation Officer, P4P
78	Italy	Damien Fontaine	Monitoring & Evaluation Officer, P4P
79	Italy	Batamaka Some	Gender Consultant, P4P
80	Italy	Bhai Thapa	Finance Officer, P4P
81	Italy	Georgia Shaver	Facilitator, 2012 P4P Annual Consultation
82	Italy	Sara Lovisa Lyons	Monitoring & Evaluation Consultant, P4P
83	Italy	Barbara Pfister	Consultant, P4P
84	Italy	Lauren LePage	Consultant, P4P
85	Italy	Brett Shapiro	Report writing, 2012 P4P Annual Consultation
86	Italy	Heiko Knock	Head, NGO Unit
87	Italy	George Gegelia	Procurement Officer
88	Italy	Sally Burrows	Senior Evaluation Officer and Deputy Head, Office of Evaluation

89	Italy	Joyce Njoro	Senior Programme Officer REACH
90	Italy	Stephane Meaux	Programme Officer, Procurement Division
91	Italy	Elena Pantiora	Consultant, Procurement Division
92	Italy	Marcos Mirafe	Young Professional
93	Italy	Simon J. Costa	Consultant, Logistics Division
94	Italy	Robert Van Der Zee	Chief, Treasury and Financial Risk Management Service
Non-Pilot Countries			
95	Ecuador	Debora Hines	Country Director and Representative
96	Ecuador	Veronica Molina	National Programme Officer
97	Niger	Aline Rumonge	National Programme Officer
98	Zimbabwe	Felix Bamezon	Country Director and Representative
EXTERNAL PARTNERS			
Country Office Partners			
99	Afghanistan	Steven Kwon	President, Nutrition and Education International
100	Burkina Faso	Amadou Sidibe	Representative of the Ministry of Agriculture and Rural Development
101	Democratic Republic of Congo	Alexis Makumyaviri M'Pondi	Director of the Cabinet of the Minister of Agriculture and Rural Development
102	Democratic Republic of Congo	Clovis Munhire Maheshe	Conseiller en charge de la Cooperation, Partenariat et les Services Connexes
103	El Salvador	Karla Trujillo	President of the Board - Asociación agropecuaria "El GARUCHO"
104	El Salvador	Pablo Alcides Ochoa	Minister of Agriculture
105	Ethiopia	Khalid M Bomba	CEO, Ethiopian Agricultural Transformation Agency
106	Ethiopia	Ashenafi Sileshi Etefa	Ethiopian Agricultural Transformation Agency
107	Ethiopia	Simret Simano Shelemo	Sidama Elto Farmers Cooperative Union.
108	Ghana	Comfort Appiah	P4P Women Farmer organization representative
109	Guatemala	Keith Andrews	Representative in Guatemala of the Inter-American Institute for Cooperation on Agriculture (IICA)
110	Honduras	Lesly Maribel Ucles	Vice President UNIOYOL-HND Farmers' Organisation
111	Honduras	Zoila Patricia Cruz Cerrato	Rural development Specialist and Special Adviser in the office of the Minister of Social development
112	Honduras	Alvarado Carol Vanessa	
113	Kenya	Monica Mueni Nzuki	Senior Assistant Director of Agriculture - Agribusiness & Market Development

114	Liberia	Fatu Namieh Nyen	President of Rural Women, Farmer Organisation
115	Malawi	Jeffrey Luhanga	Principal Secretary of Ministry of Agriculture and Food Security
116	Mali	Mamoutou Kane	Faso Jigi / PACCEM, Farmer Organisation
117	Mozambique	Armando Inroga	Minister of Industry and Trade
118	Mozambique	Xavier Victorino	Director of Economics
119	Nicaragua	German Flores	Director General de Pequeña y Mediana Agroindustria e Industrialización de las Mipymes
120	Rwanda	Lucia Zigiriza	Planning and M&E Officer, Ministry of Agriculture
121	South Sudan	Angelo Zingbondo	Chairman of the the Nzara Agricultural Farmers Association
122	South Sudan	David Hughes	Chief of Party, Food, Agribusiness and Rural Markets (FARM, USAID project)
123	Tanzania	Nicodemus Titus Massao	National Food Reserve Agency
124	Uganda	Mr. Okaasai S. Opolot	Director Crop Resources, Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
125	Zambia	Brian Tembo	CEO of Zambia Agricultural Commodity Exchange (ZAMACE)
Permanent Representations in Rome			
126	Belgium	S.E. Monsieur Vincent MERTENS DE WILMARS	Ambassador and Permanent Representative to UN Agencies in Rome
127	Belgium	Monsieur Marc HEIRMAN	Minister Counsellor and Deputy Permanent Representative to UN Agencies in Rome
128	Belgium	Mademoiselle Lieselot GERMONPREZ,	Attaché
129	Brazil	Antonino Marques Porto, Ambassador	Permanent Representation of Brazil to the Rome-based UN Agencies
130	Brazil	Candice Sakamoto, Alternate Permanent Representative	Permanent Representation of Brazil to the Rome-based UN Agencies
131	Canada	Debra Price, Deputy Permanent Representative of Canada	Permanent Representation of Canada to the Rome-based UN agencies
132	People's Republic of China	Xia Jingyuan, Permanent Representative	Permanent Representation of the People's Republic of China to the Rome-based UN Agencies
133	Cote D'Ivoire	Marie Hortense Guei Sekouet	Chargée d'Études Ambassade de la République de Côte d'Ivoire
134	Dominican Republic	Mario Arvelo Caamano	Ambassador and Permanent Representative to UN Agencies in Rome
135	Dominican Republic	Maria Laureano	Primer Secretario
136	Dominican Republic	Julia Vicioso Piumelli	Minister Counsellor
137	Dominican Republic	Rawell Taveras Arbaje	Counsellor
138	El Salvador	Aida Luz Santos de Escobar	Ambassador and Permanent Representative to UN Agencies in Rome

139	El Salvador	Maria Eulalia Jimenez	Minister Counsellor and Deputy Permanent Representative to UN Agencies in Rome
140	EU	Laurence Argimon-Pistre, Ambassador	Permanent Representation of the EU to the Rome-based UN Agencies
141	FRANCE	Donatienne Hissard, Deputy Permanent Representative	Permanent Representation of France to the Rome-based UN Agencies
142	Honduras	Mayra Reina, Ministro Consejero	Permanent Representation of Honduras
143	Irish Aid Section, Department of Foreign Affairs and Trade	Jarlath O' Connor	Deputy Permanent Representative to the Rome-based UN Agencies
144	Irish Aid Section, Department of Foreign Affairs and Trade	Amy Dent	Presidency Attaché
145	Kenya	H.E. Amb. Josephine Gaita	Permanent Representative to UN Agencies in Rome
146	Kenya	Charles O. Otieno	Alternate Permanent Representative to UN Agencies in Rome
147	Mozambique	Carla Elisa Luis Mucavi, Ambassador	Permanent Representation of Mozambique
148	Nicaragua	Monica Robelo Raffone	Permanent Representation of Nicaragua
149	Russian Federation	Victor Fedorwov	Permanent Representation of Russian Federation
150	United Kingdom	Neil Patrick, Deputy Permanent Representative	Permanent Representation of the United Kingdom to the Rome-based UN Agencies
151	USA	David Lane, Ambassador	US Mission to the UN Agencies
152	USA	Hang Nguyen, USAID Humanitarian Program Specialist	US Mission to the UN Agencies
153	USA	Christopher Shepherd-Pratt, Senior Humanitarian and Development Advisor	UN Mission to the UN Agencies
154	USA	Elizabeth Petrovski , USAID Finance and Oversight Specialist	UN Mission to the UN Agencies
155	Zambia	Frank Mutubila, Ambassador	Permanent Representation of Zambia
156	Zambia	Alick J. Banda, First Secretary Political	Permanent Representation of Zambia
Global Stakeholders			
157	African Economic Research Consortium (AERC)	William Lyakurwa	Executive Director
158	African Economic Research Consortium (AERC)	Innocent Matshe	Director of Training
159	ACDI/VOCA	William Sparks	Vice President - Programme Services
160	Agricultural Learning and Impacts Network (ALINE)	Yvonne Pinto	Director of the Agricultural Learning and Impacts Network

161	Bill and Melinda Gates Foundation	Arlene Mitchell	Deputy Director, Agricultural Development
162	Bill and Melinda Gates Foundation	Alesha Black	Programme Officer, Agricultural Development
163	Cargill	Taryn Barclay	Corporate Responsibility Manager
164	Catholic Relief Services	Frank Orzechowski	Senior Technical Advisor
165	FAO	Israel Klug	PAA Africa - FAO (based in CGFome, Ministry of Foreign Affairs, Brasilia)
166	FAO	Lorena Braz	PAA Africa Project Coordinator, TCEO, Rome
167	FAO	Julius Jackson	Acting P4P Focal point, TCES
168	FAO	Barbara Burlingame	Principal Officer, AGND
169	FAO	Florence Tartanac	Group leader, Market Linkages and Value Chains Group, AGS
170	FAO	Jorge Fonseca	Agro-industry officer, AGS
171	FAO	Siobhan Kelly	Agribusiness Economist, AGS
172	FAO	James Morrison	Senior Economist, EST
173	FAO	Jeff Tschirley	Chief, TCER
174	FAO	Eugenia Serova	Director, AGS
175	FAO	Clayton Campanhola	Director, Plant Production and Protection Division, AGP
176	FAO	Kostas G. Stamoulis	Director, Agriculture Development Economics Division, ESA
177	FAO	Laurent Thomas	Assistant Director General, Technical Cooperation (TC)
178	FAO	Dominique Burgeon	Director, TCED
179	FAO	Winfred Hammond	
180	Howard G. Buffett Foundation	Emily Martin	Programme Officer
181	IFAD	Lakshmi Menon	Head of Corporate Services Department
182	IFAD	Jean Philippe Audinet	Senior Technical Advisor, Producers Organisations and Rural Development
183	Inter-American Institute for Cooperation on Agriculture (IICA)	Diego Montenegro	Director of Management and Regional Integration
184	International Fertilizer Development Center (IFDC)	Raphael Vogelsperger	Regional Agribusiness Coordinator
185	Moulins Du Sahel Mali (MDS) Mali	Houd Baby	Président Directeur Général
186	OXFAM Intermon (Spain)	Grabriel Pons Cortes	Programme-Policy Advisor
187	Partnership for Child Development (Imperial College, London)	Aulo Gelli	Senior Research Manager

188	Ending Child Hunger and Undernutrition (REACH)	Nancy Walters	Global Coordinator
189	SNV USA	Mohammed Aminu Lukumanu	Learning Coordinator, Procurement Governance for Home Grown School Feeding Project
190	SNV USA	Dick Commandeur	Senior Technical Advisor to the Procurement Governance for Home Grown School Feeding Project
191	The Alliance for Commodity Trade in Eastern and Southern Africa	Chungu Mwila	Acting CEO, ACTESA
192	UN WOMEN	Tacko Ndiaye	Policy Adviser
193	USAID	Anthony Cotton	Africa Team Leader - Development Credit Authority (DCA, USAID)
194	World Farmers Organisation (WFO)	Carina Hirsch	Policy Officer
195	WFP USA (formerly Friends of WFP, USA)	Alma Jane Shepard	Vice President for Development
196	World Vision	Thabani Maphosa	Global Director, Food Programming & Management Group